

Chapter 1: THE Management Process

True False Questions

MANAGERS AND THE NEW WORKPLACE

1-A manager is a person in an organization who is responsible for the work performance of other people.

T 7 KT Fa

2-According to the text, direct reports are considered part of the company's material resources.

F 7 KT Fa

3-Direct reports, team members or subordinates are essential human resources in today's organizations for managers.

T 7 KT Fa

4-A manager's subordinates are the human resources for an organization.

T 7 GT Fa

5-The management process details activities for managers to perform to accomplish the organization's purpose.

T 7 GT Ap

6-Management is a process whereby resources are used to accomplish performance goals.

T 7 KT Fa

7-Management uses the functions of planning, organizing, leading, and communicating to facilitate the accomplishment of organizational goals.

F 7 KT Fa

Types of Managers

8-New managers are expected to possess multiple skills and to work with a diversified workgroup.

T 7 GT Fa

9-Top level managers set performance objectives to achieve the organization's purpose.

T 8 KT Fa

10-Top level managers are more concerned with the operations of the internal environment than with activities in the external environment.

F 8 KT Fa

11-Middle level managers interpret top management directives into plans and action guidelines.

T 8 KT Fa

12-An example of a middle level manager is a clinic director in a hospital who develops and implements action plans consistent with the higher level objectives of the hospital executive.

T 8 KT Ap

13-First level managers pursue short term objectives consistent with the plans set by top and middle level management.

T 8 KT Fa

14-First level managers are managers to whom other managers report.

F 8 KT Fa

15-Supervisors have responsibilities for appraising performance and counseling team members.

T 8 MN Fa

16-The responsibilities of a team leader or supervisor will include planning work schedules, recruiting team members to meet performance standards, and recommending pay increases for subordinates.

T 8 MN Fa

17-Because line management refers to the actual hands-on creation of the company's product or service, the company president is not considered a line manager.

F 9 KT Ap

18-Staff managers use their special technical expertise to support the efforts of line personnel.

T 9 KT Fa

19-Staff managers have authority over line managers.

F 9 KT Ap

20-Functional managers have responsibility for a single area of business activity.

T 9 KT Fa

21-Functional managers perform only one function or task of management such as controlling.

F 9 KT Ap

22-General managers oversee many functional areas within an organization.

T 9 KT Fa

23-Administrators are managers who work in public or nonprofit organizations.

T 9 KT Fa

24-The Dean of Students is an example of an administrator.

T 9 KT Fa

Accountability And Managerial Performance

25-Accountability is the requirement of one person to be responsible for the results achieved of another.

T 9 KT Fa

26-A manager's challenge is summed up in the relationship between being accountable to superiors for the work performance of subordinates.

T 9 GT Ap

27-Quality of work life is an indicator of overall quality of human experience in the work place.

T 9 KT Fa

28-Safe and healthy working conditions are components of the quality of work life.

T 9 KT Fa

29-A manager's challenge is best described as being accountable to subordinates for the work performance of the work unit even if the manager fails to provide a high quality of work life.

F 9 GT Fa

30-Today's managers are being asked to achieve high productivity and create high-quality work-life environments for an increasingly diverse workforce.

T 9 GT Ap

31-Workforce diversity is a term used to describe demographic differences among members of the workplace.

T 9 KT Fa

32-Differences in age, gender, race and physical characteristics describe workforce diversity.

T 9 KT Fa

34-Prejudice is the display of negative, irrational attitudes towards individuals as a result of identifying them with a minority group.

T 10 KT Fa

35-Denying a minority the full benefits of organizational membership is discrimination.

T 10 KT Fa

36-Women and minority workers may be prevented from advancing to higher levels of organizational responsibility because of the glass ceiling effect.

T 10 KT Fa

37-The managerial work is changing to include the concept of the "upside-down pyramid."

T 10 GT Fa

38-The "upside-down pyramid" requires a manager to provide more directions of order-giving, support customer satisfaction and maintain centralized decision making with clearly defined job responsibilities.

F 10 GT Ap

THE MANAGEMENT PROCESS

39-Management is what managers do to achieve performance effectiveness and efficiency.

T 10 GT Fa

40-The four functions of management are production, support, distribution, and administration.

F 11 GT Fa

41-The four functions of management are planning, organizing, leading, and controlling.

T 11 GT Fa

42-Not all managers working in organizations are responsible for the four management functions.

F 11 GT Fa

43-All managers working in organizations, of any type, are responsible for the four management functions.

T 11 GT Fa

44- Planning is the process of setting performance objectives and determining how they should be accomplished.

T 11 KT Fa

45- Managers who identify desired work results and the means to achieve them are engaging in planning.

T 11 KT Fa

46-Organizing is the process of assigning tasks, allocating resources, and arranging the coordinated activities of individuals and groups to implement plans.

T 11 KT Fa

47-Leading is the process of arousing people's enthusiasm to work hard and directing their efforts to fulfill plans and accomplish objectives.

T 11 KT Fa

48-Controlling is the process of measuring work performance, comparing results to objectives, and taking corrective action.

T 12 KT Fa

49-Controlling is proportionately greater at higher management levels because of the need to control the organization.

F 12 GT Fa

50-When Ernst & Young uses work-life balance and retention rates as indicators of performance, the company is establishing methods of controls for improvement of its workforce.

T 12 KT Ap

51-Henry Mintzberg identified three roles all managers should be able to perform, informational, interpersonal and innovative.

F 12 GT Fa

52-John Kotter identifies agenda setting and networking as two activities essential to managerial success.

T 13 GT Fa

53-A newly-appointed manager who spends very little time developing relationships among the people whose cooperation is essential to getting the jobs accomplished, is considered ineffective.

T 13 GT Ap

54-The ability to translate knowledge into action that results in the desired performance is known as a skill.

T 13 KT Fa

55-A technical skill is an ability to use special knowledge or expertise, such as an engineer designing a machine.

T 13 KT Fa

56-Technical skills are most critical at higher levels of management because top managers have to establish their superior expertise and ability.

F 13 GT Fa

57-Working well in cooperation with other persons is the human skill of management.

T 14 KT Fa

58-The ability to view a situation broadly and solve problems to the benefit of all concerned is a conceptual skill.

T 14 KT Fa

59-A skill or personal characteristic that contributes to high managerial performance is defined as a managerial competency.

T 14 GT Fa

60-The ability to influence others to perform tasks is a leadership quality for competent managers.

T 14 MN AP

61-Analytic thinking is the ability to evaluate one's self-realistically in a problem solving situation.

F 14 MN Fa

THE CHALLENGES AHEAD: WORKING IN THE 21ST CENTURY

62-Workers in the 21st century are expected to use new ways to achieve high productivity using proven static operations.

F 15 GT Fa

63-The national boundaries of world business have largely disappeared, according to Japanese management consultant Kenichi Ohmae.

T 15 GT Fa

64-When you buy a product that says "made in America," you can be certain that every ingredient that went into the production of the product was made in the United States.

F 15 GT Ap

Ethics And Social Responsibility

65-Managerial behavior that is legal is synonymous behavior that is also ethical.

F 16 GT Fa

66-Managers display ethical managerial behavior when they behave in ways that are both lawful and conform to socially acceptable morals.

T 16 GT Ap

67-Managers who adhere to high ethical standards within the organization, need not be concerned with ethical climate of competition in an industry external to the organization.

F 16 GT Ap

68-Managers are not responsible for setting the ethical climate of the organization because they cannot possibly influence the behavior and oversee every employee.

F 16 GT Ap

69-Consumers can pressure organizations into adhering to social responsibility and conforming to environmental standards.

T 16 GT Fa

70-Consumer protection and environmental protection are two areas in which the government gets involved in regulating business affairs.

T 16 GT Fa

71-Fortunately, organizations in the 21st century will not be held as accountable as in the past for ethical and social performance.

F 16 GT Ap

72-Today's diversified workforce is a challenge to managers in terms of required employer support and in respect for potential performance.

T 17 GT Fa

73-While workforce diversity is increasing, job security for full-time jobs is decreasing.

T 17 GT Fa

Information And Technological Change

74-Notebook computers, supercomputers, computer-assisted design and production methods are all part of our information-intensive workplace and work lives.

T 18 GT Fa

75-Today's typical office environment will be linked together through computer networking, senior executives and store managers holding team planning and problem solving meetings.

T 18 GT Ap

76-The advent of computers allows managers to communicate across geographical distances with minor networking problems.

T 18 GT Ap

77-The impact of emerging information and computer technology has created a new age of the "knowledge worker", someone whose mind is a critical asset to employers.

T 18 GT Fa

Careers And Career Portfolios

78-Contract workers perform specific tasks as needed by the organization and are compensated on a contract or fee-for-service basis.

T 19 GT Fa

79-Full-time employees, as described by British scholar Charles Handy, represent employees who pursue career paths with a traditional character.

T 19 GT Fa

80-Part-time workers can be hired for a day or a number of hours as needed.

T 19 GT Fa

81-Today's college graduates must be prepared to maintain a "portfolio of skills" that can be upgraded over time.

T 19 GT Fa

82-A well prepared career portfolio will serve as an advantage for employment opportunities in today's competitive labor markets.

T 19 GT Fa

Multiple Choice Questions

1. Managers will describe the workplace in the 21st century with terms such as
 - a) static workers.
 - b) free staffers.
 - c) empowerment.
 - d) inflexible.
 - e) mechanistic.C 4 GT Fa
2. Managers in the 21st century will build credibility in organizations by all of the following EXCEPT
 - a) promoting innovation among employees.
 - b) Excelling continuously on performance criteria.
 - c) Encouraging employee development.
 - d) Practicing social responsibility.
 - e) Emphasizing profits over customer satisfaction.
 - f) E 4 GT Fa

Managers And The New Workplace

3. The essence of the manager's challenge is
 - a. that the manager is responsible for work that is, in large part, produced by someone else.
 - b. to be both loyal and free-spirited.
 - c. to master the hierarchy of authority.
 - d. to contend with corporate politics.
 - e. to produce as much output with as little personal input as possible.A 7 KT Fa
4. In an organization, people are considered
 - a. an important resource but not as important as equipment and facilities.
 - b. a "human resource."

- c. both a "human resource" and a "material resource."
 - d. pawns to be manipulated by managers.
 - e. all of these.
- B 7 KT Fa

5. Effective managers utilize human and material resources in ways to achieve
- a. quality of work life.
 - b. maximum utilization of resources per level of output.
 - c. high quality goods and services for their customers.
 - d. lower performance and higher profits.
 - e. high performance and high profits.
- C 7 GT Ap

6. Management can be defined as the process of
- a) grouping people together to work on common goals.
 - b) planning, organizing, leading, and controlling.
 - c) organizing resources to accomplish performance goals.
 - d) helping an organization achieve high performance by utilizing all its resources.
 - e) all of these.
- E 7 KT Fa

7. Managers can be classified by all of the following EXCEPT:
- a. their location in the hierarchy.
 - b. their title.
 - c. the basic challenge they face.
 - d. the tasks they perform.
 - e. their level in the organization.
- C 8 GT Ap

8. A hierarchical classification of managers identifies a manager by level such as
- a. experienced and inexperienced.
 - b. headquarters and branch.
 - c. top-level, middle, and first-level.
 - d. functional, staff and line.
 - e. administrative and general.
- C 8 GT Ap

9. The different levels of management in an organization include
- a. line, staff and functional.
 - b. top-level, middle, and first-level.
 - c. general and administrative
 - d. CEO, president, manager.
 - e. corporate, branch, regional.

B 8 GT Fa

10. _____ managers ensure that performance objectives are set and achieved in accordance with the organization's purpose.

- a. top
- b. middle
- c. first
- d. functional
- e. general

A 8 KT Fa

11. _____ managers interpret higher level directives into plans and action guidelines.

- a) top-level
- b) middle
- c) first-level
- d) functional
- e) general

B 8 KT Fa

12. _____ managers pursue short-term performance objectives that are consistent with the organization's purpose.

- a. top-level
- b. middle
- c. general
- d. team leader
- e. functional

D 8 KT Fa

13. Which statement about middle management is TRUE?

- a. They include executives and vice presidents.
- b. They work with peers to help coordinate the affairs of multiple subunits with one another.
- c. They develop highlevel action plans for implementation by persons working below them.
- d. They are functional managers and so do not have other managers report to them.
- e. They constitute the first level of an organization's hierarchy of authority.

B 8 GA Fa

14. Managers working in different capacities in the organization may be classified as

- a. staff, line, functional, general, and administrative.
- b. staff and line.
- c. top-level, middle, first-level.
- d. staff and branch, line and supervisory.

- e. CEO, entrepreneurial, supervisory, administrator.
A 8 KT Fa
15. Managers who have responsibility for work activities that make a direct contribution to production of the organization's product or service are called
a. middle managers.
b. staff managers.
c. line managers.
d. general managers.
e. administrators.
C 9 KT Ap
16. In a department store, a department supervisor would be considered a(n) _____ manager.
a. line
b. staff
c. general
d. administrative
e. executive
A 9 KT Ap
17. Managers who use their special technical expertise to support the efforts of line personnel are called
a. line managers.
b. staff managers.
c. engineers.
d. general managers.
e. administrators.
B 9 KT Fa
18. _____ managers use their special technical expertise to support the efforts of _____ managers.
a. General...functional
b. Administrative...general
c. Higher-level...lower-level
d. Staff...line
e. Line...staff
D 9 KT Fa
19. A manager who has responsibility for a single area of activity in the organization is a(n)
a. staff manager.
b. line manager.
c. functional manager.
d. general manager.
e. administrator.
C 9 KT Fa

20. A manager responsible for complex organizational units that include many functional areas of activity is

- a. an administrator.
- b. a multifunctional manager.
- c. a technocrat.
- d. a team captain.
- e. a general manager.

E 9 KT Fa

21. A plant manager who oversees the purchasing, manufacturing, warehousing, sales, and personnel functions may be described as a(n)

- a. general manager.
- b. administrator.
- c. functional manager.
- d. line manager.
- e. controller.

A 9 KT Ap

22. Managers who work in public or nonprofit organizations are called

- a. staff managers.
- b. line managers.
- c. functional managers.
- d. general managers.
- e. administrators.

E 9 KT Fa

23. A high quality of work life offers the employee

- a. an opportunity to learn new skills.
- b. safe and healthy working conditions.
- c. balanced work and non-work demands.
- d. room to grow and progress in a career.
- e. all of these.

E 9 KT Fa

24. Differences among members of the workforce, principally differences in age, gender and national origin are characteristics of

- a) organizational generation gaps
- b) workforce diversity
- c) cultural similarities
- d) economic barriers of employment
- e) all of these

B 9 KT Fa

25. The Harper's Corporations encourages managerial accountability by supporting employment opportunities and upward mobility for women, minorities, handicapped persons

and people between the ages of 49 and 70. This is an example of a company that practices

- a) good working conditions for employees.
- b) ethical behavior.
- c) workforce diversity.
- d) according to the Civil Rights Act.
- e) differential treatment for some people.

C 9 KT Ap

26. The existence of an invisible barrier that prevents women and minority workers from rising above a certain level of organizational responsibility is called the

- a) sexual harassment effect
- b) glass ceiling effect
- c) mirror wall effect
- d) limited ceiling effect
- e) ceiling to floor effect

B 10 KT Fa

27. When the operating workers are at the top of the organization's decision making process and supported by the managers located at the bottom, the organization is operating with a(n)

- a) ineffective management concept
- b) wrong-side pyramid
- c) out-dated organizational chart
- d) upside-down pyramid
- e) upside down organizational chart

D 10 GT F

THE MANAGEMENT PROCESS

28. The management process

- a. involves the four functions of management to utilize resources to achieve the organization's purpose.
- b. is concerned with the mechanics of, not the results of, managing.
- c. is the actual practice of management divorced from the study of management.
- d. focuses on efficiency rather than effectiveness.
- e. is a formal system that lifts the responsibility for decision making off of individual managers.

A 11 GT Fa

29. The four basic functions of management are

- a. delegating, planning, organizing, and order giving.
- b. organizing, leading, controlling, and order giving.
- c. planning, organizing, leading, and controlling.

- d. delegating, leading, controlling, and decision making.
 - e. planning, leading, controlling, and decision making.
- C 11 GT Fa

30. Determining what is to be achieved, setting objectives, and identifying action steps for accomplishing them describes the management function of

- a. planning.
- b. organizing.
- c. leading.
- d. controlling.
- e. decision making.

A 11 KT Fa

31. The company president identifies a problem with the company's employee turnover rate and decides to develop a policy to increase the company's commitment to its employees. The president is practicing the management function of:

- a. planning.
- b. organizing.
- c. leading.
- d. controlling.
- e. order giving.

A 11 KT Ap

32. Allocating resources and arranging the activities of individuals and groups to implement plans describes the management function of

- a. planning.
- b. organizing.
- c. leading.
- d. controlling.
- e. delegating.

B 11 KT Fa

33. A manager sets up a separate committee to develop procedures for dealing with company-wide personnel problems, then assigns people to conduct training programs; the manager is performing which management function?

- a. Planning
- b. Organizing
- c. Motivating
- d. Leading
- e. Controlling

B 11 KT Ap

34. Arousing the enthusiasm of employees to support the organization's goals and work hard to help accomplish important plans describes the management function of
- a. planning.
 - b. organizing.
 - c. leading.
 - d. controlling.
 - e. order giving.
- C 11 KT Fa
35. A manager starts an affirmative action program with a goal to increase opportunities for minority advancement and communicate the objectives of the program to all employees to gain their support and participation; this manager is performing which management function?
- a. Planning
 - b. Organizing
 - c. Leading
 - d. Motivating
 - e. Controlling
- C 11 KT Ap
36. The management function which involves monitoring work performance, comparing results to goals, and taking corrective action is
- a. organizing.
 - b. planning.
 - c. controlling.
 - d. leading.
 - e. evaluating.
- C 12 KT Fa
37. Monitoring performance, comparing results to goals, and taking corrective action describes the management function of
- a. planning.
 - b. organizing.
 - c. leading.
 - d. controlling.
 - e. delegating.
- D 12 KT Fa
38. The president monitors the progress of the task force on an affirmative action program to advance minorities within the corporation, reviews progress on changes in employee attitude, calls a special meeting to discuss problems, and makes appropriate adjustments in the program. The president is performing the management function of
- a. planning.

- b. organizing.
 - c. leading.
 - d. controlling.
 - e. delegating.
- D 12 KT Ap
39. As managers move up the organizational hierarchy, they spend more time performing the _____ and _____ functions.
- a. leading...controlling
 - b. organizing...leading
 - c. planning...organizing
 - d. planning...controlling
 - e. controlling...organizing
- C 12 GT Ap
40. Henry Mintzberg identifies a set of roles managers perform which are grouped into which of the following three categories?
- a. interpersonal, strategic, and decisional.
 - b. strategic, informational, and authoritarian.
 - c. interpersonal, informational, and decisional.
 - d. supervisory, authoritarian, and decisional.
 - e. supervisory, informational, and strategic.
- C 13 GT Fa
41. When a general manager develops action priorities for their jobs that include goals and plans spanning long and short time frames, he or she is performing the important activity of
- a. agenda setting.
 - b. leading.
 - c. motivating.
 - d. controlling.
 - e. information processing.
- A 13 GT Fa

Managerial Skills And Competencies

42. In management, the ability to translate knowledge into action that results in desired performance is called
- a. the managerial challenge.
 - b. the management process.
 - c. performance effectiveness.
 - d. performance efficiency.
 - e. a skill.

E 13 KT Fa

43. According to Robert L. Katz, the essential skills of management can be grouped into three categories
- a. communicative, procedural, and strategic.
 - b. communicative, technical, and human.
 - c. human, supervisory, and conceptual.
 - d. technical, human, and conceptual.
 - e. procedural, supervisory, and strategic.
- D 13 KT Fa
44. The ability to apply in one's work a special proficiency or expertise relating to a method, procedure, or process is a(n) _____ skill.
- a. technical
 - b. procedural
 - c. administrative
 - d. conceptual
 - e. supervisory
- A 13 KT Fa
45. An industrial engineer doing an audit on a machine operator punching a machine press is exercising a _____ skill.
- a. procedural
 - b. conceptual
 - c. creative
 - d. technical
 - e. strategic
- D 13 KT Ap
46. The skill which is most important at lower levels of managerial responsibility is the
- a. supervisory skill.
 - b. human skill.
 - c. technical skill.
 - d. administrative skill.
 - e. conceptual skill.
- C 13 KT Fa
47. The ability to work well in cooperation with other persons is described as a(n)
- a. supervisory skill
 - b. human skill.
 - c. communicative skill.
 - d. administrative skill.
 - e. conceptual skill.

B 14 KT Fa

48. The management skill which remains relatively consistent in its importance across all levels of management is the _____ skill.

- a. technical
- b. human
- c. diagnostic
- d. conceptual
- e. analytical

B 14 KT Fa

49. A manager with a high degree of self-awareness and a capacity to understand and empathize with the feelings of others has the requisites for good _____ skills.

- a. technical
- b. strategic
- c. conceptual
- d. learning
- e. human

E 14 KT Fa

50. The ability to break down problems into smaller parts, to see the relation among the parts and recognize implications of problems is a(n) _____ skill.

- a. strategic
- b. administrative
- c. conceptual
- d. supervisory
- e. holistic

C 14 KT Fa

51. A manager analyzing a possible merger with another firm to identify potential problems and opportunities is exercising _____ skills.

- a. conceptual
- b. administrative
- c. technical
- d. procedural
- e. holistic

A 14 KT Fa

52. Which statement concerning the relative importance of essential skills at different management levels is TRUE?

- a. Their relative importance tends to be about the same.
- b. Technical skills are of greatest importance at the middle level.
- c. Conceptual skills gain in relative importance for top level manager.

d. Human skills are of greatest importance at the lower level.

e. Technical skills are not needed at all by top management.

C 14 GT Ap

53. A skill or personal characteristic that contributes to high performance in a managerial job is called a(n)

a. managerial competency.

b. technical skill.

c. managerial skill.

d. learned skill.

e. inherent skill.

A 14 KT Fa

54. The managerial competency defined as the ability to clearly express one's ideas in presentations to individuals and groups is:

a. behavioral flexibility.

b. written communication.

c. oral presentation.

d. analytic thinking.

e. personal impact.

C 14 MN Fa

55. New workers in the 21st century are expected to be team players. In addition, they are expected to be all of the following EXCEPT

a) self-starters

b) innovative leaders

c) change agents

d) self-centered

e) self-learners

D 15 GT Fa

The Global Economy

56. The global economy is characterized by

a. worldwide independence of resource supplies, product markets, and business competition.

b. production facilities in one country while component parts are made worldwide.

c. firms operating with limited foreign competition.

d. dominate social and economic control within one region.

e. all are correct.

E 15 GT AP

Ethics and Social Responsibility

57. A well-known business executive goes to jail for not revealing personal financial interest in a project that will significantly benefit company profits. The manager is setting an example of

- a) providing high company profits.
- b) maximizing personal objectives.
- c) ignoring managerial ethics.
- d) adhering to department policies.
- e) performing autocratic leadership.

C 16 GT Ap

58. Which of the following are among the forces facing managers in the 21st century.

- a) ethics and social responsibility.
- b) information and technological change.
- c) values and individual rights.
- d) competition and the global economy.
- e) all of these.

E 15 GT Fa

Workforce Diversity

59. Workforce diversity describes differences in

- a. the patterns of labor practices of today's workforce.
- b. the ability of employees to accept new responsibilities on the job.
- c. the desire of members of the workforce to change jobs frequently.
- d. age, gender, race, ethnicity, and able-bodiedness of today's workforce.
- e. the ability of an employee to do two jobs at once.

D 16 GT Fa

Employment Values and Human Rights

56. Among the concerns for employee rights in today's workplace are

- a) freedom from autocratic leaders.
- b) employee rights to public opinions.
- c) protection against contingency workers.
- d) decreased monitoring of work stations.
- e) all are correct.

C 17 GT Fa

57. British scholar Charles Handy describes the career implications of changing employment patterns as

- a) full-time, part-time and reduced workers.
- b) Contract, full-time and core employees.
- c) Full-time, contract and part-time workers.

- d) Skilled, unskilled and contract workers.
 - e) Technical, unskilled and skilled workers.
- C 19 GT Fa

58. One who performs specific tasks as needed and is compensated on a fee-for-services basis is considered a

- a) service worker.
 - b) holiday worker.
 - c) contract worker.
 - d) licensed worker.
 - e) core worker.
- C 19 GT Fa

59. Charles Handy's advice to college graduates is to maintain an up-to-date resume that includes samples of skills and competencies as demonstrated by actual course work. Handy calls this maintaining a

- a) portfolio of papers
 - b) portfolio of skills
 - c) portfolio of knowledge
 - d) history of jobs
 - e) current file of college courses
- B 19 GT Fa

Essay

1. What is a manager? Why do organizations need managers?
2. What is the management process?
3. Define the levels of management and explain the major responsibilities of the manager at each level.
4. Describe the distinctions between line, staff, functional, general managers, and administrators.
5. List and define the three role categories of managerial work.
6. List and define the essential skills of managers.
7. What impact will the increasing diversity of the workforce have in the workplace?
8. Discuss the environmental forces managers should be aware of in the 21st century.